



## Summary of 2013 Accomplishments

## Board of Directors



The Woodlands Township Board of Directors: (left to right) Director Mike Bass, Secretary Ed Robb, Vice Chairman Peggy S. Hausman, Chairman Bruce Tough, Treasurer Gordy Bunch, Director John McMullan and Director Jeff Long.

### *The Woodlands Vision*

The Woodlands, our dynamic hometown within a natural forest, is known for its balance between man and nature. We are a thriving business community and a premier destination for visitors – a place where generations live, work, learn and play. The Woodlands...

- ...is a place where we feel safe and secure.
- ...achieves prosperity by promoting economic development and quality of life.
- ...cultivates the relationship between urban needs and environmental sustainability.
- ...provides premier services and activities, superior educational opportunities, a diversity of jobs and vibrant public spaces, events and entertainment for all.
- ...is a place that welcomes everyone from everywhere to grow and thrive.

### *The Woodlands Township Mission*

We fulfill The Woodlands vision by:

- Protecting the well-being and safety of our residents, visitors and businesses.
- Achieving the highest standards in service delivery.
- Partnering with others to sustain the vitality of our region.
- Communicating with our constituents and partners.
- Attracting and retaining a talented and innovative staff.
- Serving as the community's political voice.
- Powering economic growth through community investment.
- Promoting continued vitality of neighborhoods and commercial areas.
- Maintaining transparent governance.
- Serving as financial stewards of the community's resources.
- Evolving a governance structure to meet our goals.
- Promoting sound environmental policy.



# Letter to Residents



**Don Norrell**

*The Woodlands Township  
President and General Manager*

This publication provides a summary of 2013 objectives and activities for The Woodlands Township and takes a look ahead to plans for 2014.

The Woodlands Township is a governmental entity dedicated to meeting the needs of its residents and businesses. The Woodlands encompasses approximately 28,000 acres with a population of more than

105,000 people, 2,000 businesses and a valuation of more than \$14 billion.

The fully elected Board of Directors and staff members of The Woodlands Township are committed to public safety, among other services; providing exceptional customer-friendly services; representing the community as the government for

The Woodlands; providing programs and policies to promote economic development of The Woodlands and providing services that enhance property values.

The Township has functioned well over the past year, both in operations and in financial performance. Township operations have been managed within the Board-approved budgets, and budget estimates have been reasonable and conservative, leading to overall positive variances. We have built our operating reserves while meeting all current obligations from budgeted funds. For our bond ratings and potential investors, it is important to have effective budget management and to meet budget targets. Township bond ratings remain high.

As we look to the future, I am happy to report that The Woodlands Township outlook continues to be very promising. As a governmental entity, our financial position is strong, and the Township's economic growth potential is exceptional. In addition, our five-year capital requirements are expected to be funded through operating and reserve funds rather than debt.







Woodlands Parkway Entrance  
at Interstate 45

## *A Snapshot of The Woodlands*

**T**he Woodlands, a dynamic hometown within a natural forest, is known for its balance between man and nature. The Woodlands is a thriving community for its residents and businesses, a place where generations live, work, learn and play.

Over the past four years, the Township organization has made significant progress. From a fledgling consolidated governmental operation in 2010, the Board has established a solid and sustainable financial model.

This model is unique among local governments. As the local government for The Woodlands, the Township offers enhanced service levels to our residents and community offerings and amenity levels higher than most, at a lower local government property tax rate than most communities.

Business expansion development announcements in The Woodlands are at an all-time high, with substantial community job creation. Sales tax and room tax collections have shown significant year-over-year increases and, as a result, the property tax rate has declined each year since 2010.

In addition, the Township has funded a capital reserve plan that will allow updates to capital equipment and facilities as needed in the future. The Township also has strong operating reserves and is reducing long term debt by early retirement of \$14 million in 2014. The Township does not have long term liability costs associated with pensions and retiree health insurance.

The bottom line is that our model is working well and providing our residents and businesses with high quality services and community amenities while maintaining a low tax rate.

Since 2009, a substantial commitment of resources has been directed toward improvements in law enforcement and fire services. As a result, The Woodlands is one of the safest places in the country to live, work and play for residents, visitors, and commercial interests.

Public safety is the number one priority for The Woodlands Township. The Township contracts with the Montgomery County Sheriff's Office and the Harris County Constable Precinct #4 Office to provide community policing services in The Woodlands. Montgomery County has created District #6 to provide law enforcement services throughout the Montgomery County portion of The Woodlands. 92 deputies are assigned in The Woodlands (Montgomery and Harris Counties) with 8 community policing zones. The Woodlands also provides additional overtime funding for special event-focused law enforcement services throughout the year.

A 2012 policing study indicated that The Woodlands is well staffed and very safe. In addition, the community continues to be proactive with public safety programs / law enforcement and has a strong connection with Neighborhood Services and assists with the neighborhood watch and crime prevention programs.

Residents, businesses and visitors are provided excellent fire and first-responder services through The Woodlands Fire Department. The Woodlands Township employs 158 full-time personnel in The Woodlands Fire Department who provide fire protection and first-responder services from eight fire stations located strategically throughout the community, and one emergency training center. The effort to improve fire service by the Board of Directors has resulted in a community ISO rating of 1 that will take effect mid- 2014.

Quality community services are provided at a high level and allow the roadways and neighborhood entries to be kept clean and well maintained. Parks and Recreation provides maintenance to an extensive network of parks, pathways, athletic fields, and pools in addition to recreation programs for residents. The number of parks and pathways will continue to increase through 2015/16 as the Village of Creekside Park continues to develop. Covenant management remains strong throughout the community. Strong covenant enforcement will become even more important as the community ages and redevelopment starts to occur.

The Woodlands Township continues to do well in providing information to residents about current events and issues of interest on Board agendas. *The Woodlands Community Magazine* provides information on current subjects, and the Board agenda process includes complete summaries of issues posted for Board consideration. A very detailed budget is provided on the Township Web site, along with current information, events and news releases. Timely community information is sent to residents via The Woodlands Alert. These are very successful communication programs that are the result of a very informed and engaged Board of Directors.

The Woodlands Township continues to be an excellent model to show how a government's investment in community promotions, community events, tourism infrastructure and business development can result in sales tax and room tax returns that lower the overall property tax rate for residents and businesses.

The Board continues to promote efforts to grow sales tax and room tax receipts through investment in community infrastructure and by actively promoting The Woodlands and its amenities through The Woodlands Convention and Visitors Bureau. The popularity of The Woodlands for shopping, dining and special events provides a great entertainment venue for residents, and also allows residents to enjoy a low property tax rate as a result of sales and room tax paid by visitors. Since 2010, the Board has maintained service levels and reduced the property tax rate from 32.8 cents per \$100 of valuation to 29.40 cents.

### Success of The Woodlands Township

The Woodlands Township has benefitted from a vibrant Texas economy and state government policies that encourage business investment and job creation. In addition, The Woodlands is located just north of Houston, which is the center of the nation's oil and gas business.

The Woodlands master plan and covenants provide an environment that is highly desirable to residents and businesses and helps maintain property values. The Township's amenities provide an exceptional quality of life for residents and existing and relocating businesses have found the amenities and quality of life offered in The Woodlands help to attract and retain top quality employees.

Special events and conventions bring visitors to The Woodlands, which benefits residents and businesses as sales tax and hotel room tax help decrease property tax requirements.

The Township Board of Directors has established strategies and policies for exceptional public safety programs, for maintenance of the community, to upgrade community facilities as needed, to maintain a vibrant business environment, to encourage community spirit and community

involvement, and for community events and promotions that generate Township revenues used to reduce the property tax rate.

The Woodlands Township is financed primarily by sales tax, room tax and user fees. Of the total revenue base, about 55 percent comes from these sources. Since 2010, the revenue collection from other revenue sources has grown while the property tax rate has declined.

### Business Development Remains Strong in The Woodlands

- ExxonMobil's new 385-acre campus located on The Woodlands southern boundary will open in 2014 and by 2015 is expected to house 10,000 employees.
- Anadarko Petroleum Corporation is completing an expansion of a 31 story office tower in The Woodlands which will provide work space for approximately 1,700 people when fully utilized.
- The Howard Hughes Corporation is developing a 66-acre mixed-use development called Hughes Landing on the east side of Lake Woodlands. This mixed use development will have up to eight office buildings, a boutique hotel, retail and entertainment, and multi-family residential housing.
  - » An eight-story, 195,000 square foot building was recently completed in Hughes Landing. Layne Christensen Co., a global water management, construction and drilling company, that moved their corporate office from Mission Woods, Kansas, occupies the top two floors of this new building.
  - » A new 12-story building is under construction at Hughes Landing and will house multiple tenants.



Hughes Landing on Lake Woodlands



- » Exxon Mobil recently announced that they will lease approximately 450,000 sf of space in two new office buildings to be constructed at Hughes Landing. 1,400 high paying jobs will be relocated to The Woodlands.
- Clariant Oil and Mining Services completed its new facility on Technology Forest Drive in late 2013.
- Warmack Investments is developing an office campus on the west side of Lake Woodlands which will consist of 10 office buildings totaling approximately 1.8 million square feet.
  - » A 12-story, 300,000 square foot building was recently completed at this campus. Talisman Energy occupies about half of this building.
  - » A second eight-story building is under construction on the Warmack site. This building will house Repsol when complete.
- The Woodlands Development Company finished construction of 3 Waterway Square Place in 2013; an 11 story, 232,000 square foot building that is fully leased.
- CB&I has a second office complex underway at their site off Research Forest Drive, which will house 200 new employees when complete.

## Sales Tax and Hotel Occupancy Tax Growth is Strong

Sales tax growth has increased year over year, with over \$45 million in annual collections in 2013 as compared to \$39.5 million in 2012, and continued growth in retail and other taxable sales is anticipated for 2014.

Room tax also increased substantially over 2012. The Township collected over \$6.6 million in hotel occupancy tax in 2013, and expects growth to continue in 2014 due to strong hotel occupancy. Adding to this, a new Hyatt Place hotel opens in 2014 at the intersection of Research Forest Drive and Grogan's Mill Road and the remodeled Woodlands Resort will be completed in 2014.

Sales tax and room tax make up over 50 percent of Township revenues. Growth in non-property tax revenues supports property tax rate reductions. A major portion of sales and room tax is paid by visitors.

*Sources: The Woodlands Area Economic Development Partnership, The Woodlands Development Company, Houston Business Journal, Houston Chronicle.*



Hughes Landing on Lake Woodlands



# Summary of 2013 Accomplishments

Focusing only on 2013, listed below are a number of objectives that have been accomplished over the past year.

## Completion of 2014 Budget and Five-Year Plan

In 2013, the process started with a May Board planning session where a number of budget and strategic objectives were discussed. Many of these issues became part of the 2014 budget and five-year planning process. The budget review process required a substantial time commitment from the Board during late July and August. Assistant General Manager for Finance and Administration Monique Sharp and her staff did an excellent job of developing the 2014 budget and five-year business plan.

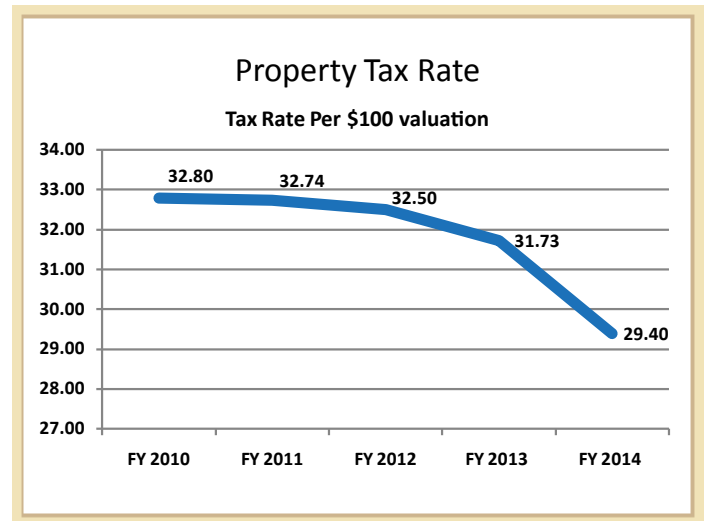
## Pre-Budget Board Planning Process

A Board pre-budget planning process was conducted in May of 2013 to discuss strategic issues and objectives and to develop information to assist the Board in the 2014 budget and financial planning process. Staff found these early planning discussions very helpful in developing a budget that meets the objectives of the Board.

## 2014 Budget Development

Consider the impacts of community growth in the 2014 budget plan as well as funding changes required as a result of new transportation initiatives.

## Lowered Property Tax Rate



In August, the Board adopted the 2014 Budget and set the 2013 property tax rate at 29.40 cents per \$100 of valuation, a 2.33 cent decrease from the 2012 property tax rate of 31.73 cents. This rate was also lower than the Montgomery County's stated effective tax rate of 29.6 cents. This action was taken while increasing public safety services and continuing to address results of the Park Needs Assessment completed in 2011. As a result, the Township was able to decrease the property tax rate while maintaining or improving service levels.





## Prudent Use of Reserves

Township maintains a reserve for operations (20% of general fund operating expenditures). This is considered prudent financial management by rating agencies and has contributed to the Township's high bond ratings. The Township's financial policies helped secure AA (Standard & Poor's) and A2 (Moody's) bond ratings.

In 2013, the Township completed a comprehensive capital asset reserve study for its \$230 million in assets and developed a long-term capital replacement plan. As a result of this study, the Township established a fund for the future replacement of the capital assets identified in the study with annual allocated funding based on the lives of the assets.

## Low Outstanding Debt

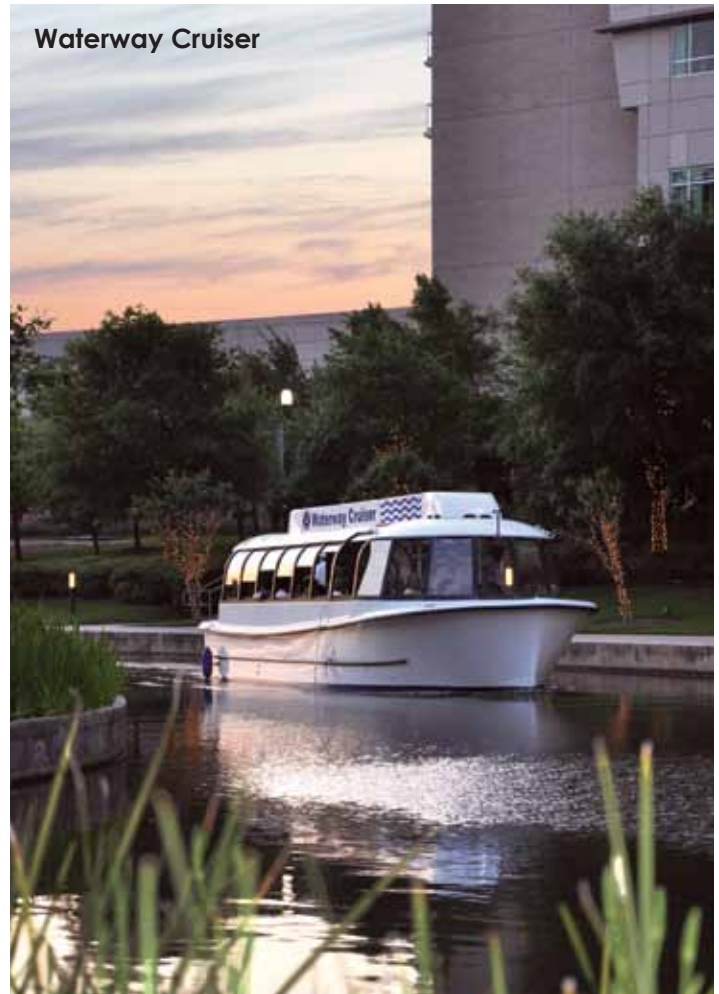
Outstanding debt is low and will be further lowered. The 2014 budget adopted by the Board includes funding to retire \$14 million in outstanding callable bonds.

There are no unfunded pension costs or retiree health insurance costs; the Township funds all employee retirement costs on an annual basis.

## Sports Fields and Park Enhancements

To meet the demands of thousands of recreational athletes in The Woodlands, as well as generate substantial cost savings, the Board of Directors of The Woodlands Township increased sports field capacity by replacing natural grass with all-weather turf, a synthetic surface manufactured to resemble natural grass. The materials used are UV (ultraviolet)-resistant, highly durable and can be used in all weather conditions.

The Board also authorized funding for a future sports field complex. The Township currently has a tentative agreement with The Woodlands Development Company to obtain a



Waterway Cruiser

25-acre site on Gosling Road to be used for the construction of the complex.

In addition to these improvements, the Township upgrades a major Village park every two to three years. A renovation of Sawmill Park was completed in 2012 and construction will begin on Shadowbend Park in 2014.



The Woodlands Trolley





**Wendtwoods Pool**



**Public Safety**

### **14th Community Pool Opened**

The Woodlands Township opened Wendtwoods Park, located at 8950 Creekside Green Drive in the Village of Creekside Park. The park was jointly funded by The Woodlands Development Company and The Woodlands Township. It is owned and maintained by The Woodlands Township.

Wendtwoods Pool features a zero-depth entry, a current channel, a playscape in the pool with a dump bucket, a lily pad balancing water walk, two lap lanes and plenty of shade.

The Township has 14 community pools and user fees pay about 50 percent of the operating costs. Older pool structures will need to be updated and funding for these future renovations is included in capital reserve funding.

### **Drought Tree Removal and Reforestation**

Due to the extreme and prolonged drought of 2011, approximately 34,000 hazardous trees were removed from parks and open space reserves throughout the community from mid 2011 through 2013. The Board also approved a five-year plan for reforestation that assumes a level annual appropriation.

The reforestation effort started in 2012. The Township anticipates that the reforestation efforts to mitigate the impact of the 2011 drought will take place over a five-year period.

### **Surface Water Conversion Construction**

San Jacinto River Authority (SJRA) initiated construction of the surface water project in 2012. The Township will continue to work with SJRA to facilitate and communicate community issues that will come with construction of The Woodlands portion of this project.



### **Continue to Place Priority on Law Enforcement**

The Woodlands Township continues its partnership with Montgomery County and Harris County to provide supplemental law enforcement services. The Township directly funds 92.5 deputies assigned in The Woodlands (Montgomery and Harris Counties) with 8 residential community policing zones and one commercial zone.

### **Woodlands Fire Department Enhancements**

Central Fire station reconstruction was completed in 2013. This state-of-the-art facility also houses the Township's Emergency Operations Center and Fire Dispatch Center, which dispatches fire service calls for all fire departments in Montgomery County (except the City of Conroe). As a result of the Township's investment in fire services, The Woodlands Fire Department earned a prestigious ISO rating of 1.

### **Continued High Quality Services**

Community Maintenance, including roadway and neighborhood entry maintenance continues to be a priority.

Waste Collection and Recycling are provided through a contract that was bid and went into effect in early 2012. The Woodlands Township is unique in that waste removal and recycling is funded through the property tax levy. In most cities, this cost is paid directly by the user through a separate user fee.

Management of covenant standards is key to maintaining property values, and this will be more challenging as the community ages. The Township actively pursues covenant violations through the legal process.

# 2013 Accolades

Focusing only on 2013, listed below are a number of accolades that have been received over the past year.

## Township Town Hall Earns LEED Gold Certification



The U.S. Green Building Council uses the LEED certification system to rate building sustainability. The two year certification process awards points in seven categories: Sustainable Sites, Water Efficiency, Energy and Atmosphere, Materials and Resources, Indoor Environmental Quality, Innovation in Design and Regional Priority Credits. The total points awarded determines the level of certification: Certified (40 – 49 points), Silver (50 – 59 points), Gold (60 – 79 points) or Platinum (80 points or more). The Town Hall building is currently rated 62 points out of a possible 110, achieving the Gold level. LEED-certified buildings cost less to operate by reducing energy and water usage. Certification also increases the property value of the building.

## The Woodlands Community Magazine earns MarCom Gold award

The Association of Marketing and Communication Professionals recently honored The Woodlands Community Magazine with a MarCom Gold Award in their 2013 international awards competition. The competition recognizes outstanding creative achievement by marketing and communication professionals.



## Excellence in Financial Reporting Award

The Woodlands Township was awarded the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association of the United States and Canada for its Comprehensive Annual Financial Report.

## Township Earns Best of Aquatics Award for its Outstanding Aquatics Facilities

The Woodlands Township was named Aquatics International's Best Midsize Aquatics Facility for 2013.



## Township Swimmers Receive Top Honors in National Competition

The Township qualified 48 swimmers, and 12 went on to compete in the national State Games of America that took place in Pennsylvania's Hershey Harrisburg Region from July 30 to August 4, 2013.





## Township Lifeguards Honored for Heroic and Outstanding Efforts

The Woodlands Township Board of Directors honored the heroic and outstanding efforts of several Township lifeguards. Chairman Bruce Tough recognized the Township's award-winning lifeguards as well as the team that performed a recent save at Sawmill Pool.

Additionally, a number of Woodlands Township lifeguards recently attended three competitions, bringing home a variety of top place finishes.



Township Board of Directors and Lifeguards

## Township Wins Coveted Soccer Field of the Year Award

The Woodlands Township was recently honored with the prestigious Soccer Field of the Year award for Bear Branch Sports Field 7, located at 5205 Research Forest Drive, by the Texas Turfgrass Association. Entries were judged based on their submitted photos and narrative description of the fields. Additionally, fields must be two years or older and under the continuous care of the entrant for at least two years.



Soccer Field of the Year Award

## National Night Out Award

The Woodlands Township placed 5th in the National Association of Town Watch National Night Out competition among the participating cities with populations of 100,000 or more!



## The Woodlands Fire Department earns prestigious ISO 1 rating

The Woodlands Fire Department has earned the prestigious ISO rating of 1 from the Insurance Services Office (ISO), Inc.'s Public Protection Department. Less than 60 communities nationwide have achieved this status.

## Fire Department's Central Station earns grand prize Gold Award

The Woodlands Township Fire Department's Central Station and architect Joiner Partnership, Inc. have been awarded the grand prize – the Gold Award – for new facilities constructed in 2013 in the Career Departments category by FIRE CHIEF magazine. Station Style Design Awards is a prestigious competition to encourage, recognize and celebrate architects and fire departments for their achievements in fire station design and construction.



The Woodlands Central Fire Station

# Looking Forward in 2014

There are a number of objectives, initiatives and issues that will need to be addressed by the Board and community in 2014. During the coming year, staff will focus efforts on the following objectives:

## Transportation and Mobility

- **Township Transit Study** - This study is underway and the final report is expected in August of 2014. Expect to see recommendations to improve mobility in the Town Center. Additional funding is expected to be needed to implement the recommendations.
- **South County Mobility Study** - This study is currently underway and the final report is expected in August or September 2014. Future strategies may involve working with the County and The Woodlands Road Utility District to develop a viable future financing plan for proposed future plan improvements.
- **Transit Federal Funding Transition** - The Township will assume financial responsibility for Federal Transit Administration grants anticipated to begin in the second half of 2014.
- **Park and Ride Operating Contract Services**- The current contract for the park and ride bus operator expires in April of 2015. The Township and its transportation consultant will be developing an RFP process for the renewal of this agreement.
- **Review of HGAC Grant Process for Acquisition of Park and Ride Buses** – This process was reviewed by the Board in late 2013 and a determination was made at

that time that a 50 percent grant for acquisition of new buses would not be feasible. Houston - Galveston Area Council is currently reviewing the program and may consider a higher level of grant reimbursement.

- **Implementation of Joint Intersection and Signal Improvements Through The Woodlands Road Utility District and Montgomery County** –The Township will be entering into a partnership with The Woodlands Road Utility District #1 and Montgomery County of mobility improvements throughout the Montgomery County portion of The Woodlands.
- **Traffic Impacts - Surface Water Conversion Project** – The San Jacinto River Authority (SJRA) initiated construction of the surface water project in The Woodlands in 2013 and construction is expected to continue until late 2014. The Township will continue to work with Montgomery County and SJRA to facilitate and communicate traffic impacts that come with construction of The Woodlands portion of this project.

## Economic Development

- **Economic Development Opportunities and Partnerships** - The Ad Hoc Economic Development Committee has been charged by the Board with exploring community partnerships that will enhance economic activity in the Town Center.
- **Permanent Ice Rink**: Discussions are expected to continue with the Cynthia Woods Mitchell Pavilion regarding development of a permanent ice rink facility at the Pavilion site.

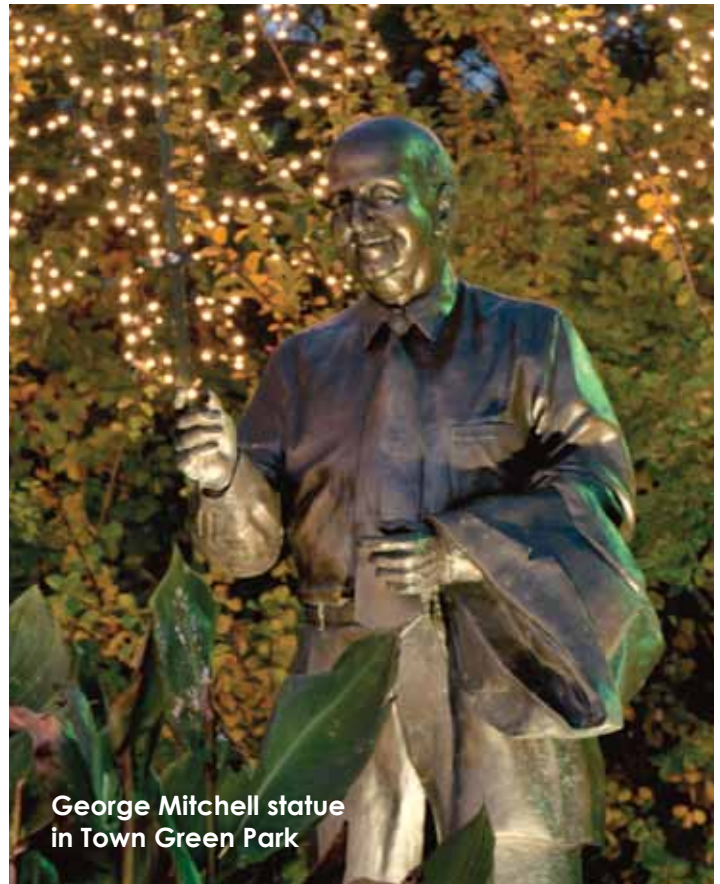


Labor Day Event at Waterway Square





Bear Branch Sports Fields



George Mitchell statue  
in Town Green Park

## Capital Projects

- **New Gosling Road Sports Field Complex**  
Develop plans and specs for a new 25 acre sports field development. The Township has a tentative agreement to acquire this land from the Development Company as part of the pending Comprehensive Community Services Agreement.
- **Complete Remodeling of Station #2**  
This project is currently out to bid and construction will begin in 2014 with a spring 2015 completion. Personnel and equipment will need to be temporarily relocated and potential sites are under review.
- **Complete Shadowbend Park Renovation**  
This project is underway and will be completed prior to July 1, 2014.
- **Other Significant Capital Projects in 2014**  
The capital budget provides for development of new park and pathway projects in Creekside Park and Town Center, in addition to improvements to existing park and aquatics amenities.

## General Services

- **Consolidation of Covenant Enforcement for Existing Residential and Commercial Properties**  
The Development Standards Committee is currently responsible for the management and development

of maintenance standards and enforcement of covenant standards for existing residential property. The pending Comprehensive Community Services Agreement supports the consideration of expanding the Development Standards Committee's role to include existing commercial properties.

- **Update the Township's Vision 2034 Strategic Plan**  
- The existing Strategic Plan was implemented in mid 2009. This plan is reviewed each year during the budget process. A comprehensive review and update of the Strategic Plan is scheduled in 2014.
- **Governance / Incorporation Review**  
In 2012, the Township completed a governance study and chose to indefinitely defer an incorporation election; however, governance and potential future incorporation will continue to be of interest to Woodlands residents.
- **2015 Budget / Five Year Plan Development**  
Consider the impacts of community growth and required budget changes. Specific issues to be addressed in the 2015 budget process are:
  - » Transportation / implementation of study recommendations
  - » Law enforcement
  - » Impacts of growth
  - » Funding for reserve requirements



## Veterans Day Tribute



- **Complete the Evaluation of a Woodlands 911 Call Center**

The Township contracted for an evaluation of the benefits and challenges of consolidating law enforcement and fire service calls into a central Woodlands call center for the purpose of enhancing efficiency and coordination with the Township's emergency service providers. A report will be presented to the Township Board in early 2013.

- **Water Conservation Planning**

The Township will be reviewing internal operations and practices for water conservation improvements. The Township will enhance educational programming and partner with the Joint Powers Agency to communicate the water conservation message to our residents. Water rates will continue to increase as the surface water program is fully implemented by the SJRA. These water rate increases impact residents, businesses and Township operations.

- **Reforestation**

The Township anticipates that the reforestation efforts to mitigate the impact of the 2011 drought will take place over a five year period. This plan was started in 2012 and will continue with a 2014 reforestation plan.

- **Law Enforcement**

Retain high quality public safety services in The Woodlands. The five year budget plan proposes 3 additional deputies be added in Montgomery County portion of the Woodlands each year from 2015-2018. Creekside has 6 deputies currently assigned and the Township will need to continue to monitor law enforcement needs in this area and adjust as necessary.

- **Community services**

The continuation of quality services in The Woodlands is critical to preserve for the quality of life enjoyed by residents. The Township will continue to look for effectiveness and efficiency in how we provide service delivery programs.

- **Legislative planning**

Consider potential changes for the 2015 legislative session / planning for any proposed legislative changes for the 2015 legislative session should be discussed in the second half of 2014.





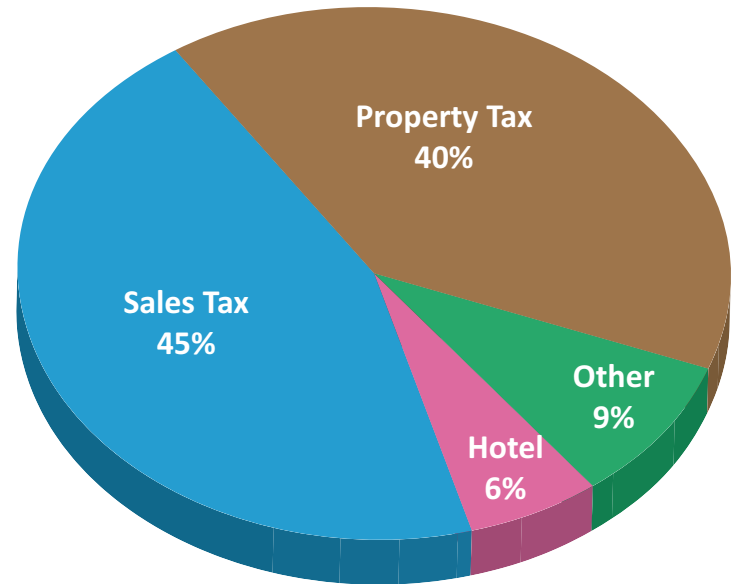
# Adopted 2014 Consolidated Budget

Adopted property tax rate: 29.40 cents per \$100 of valuation

## 2014 REVENUE BY TYPE

Property Tax	\$ 42,371,764
Sales and Use Tax	47,315,696
Hotel Occupancy Tax	6,927,220
Events Admission Tax	953,218
Program Revenues	4,173,020
Interest Income	519,159
Other Income	3,693,893
<b>Total Revenue</b>	<b>\$ 105,953,970*</b>

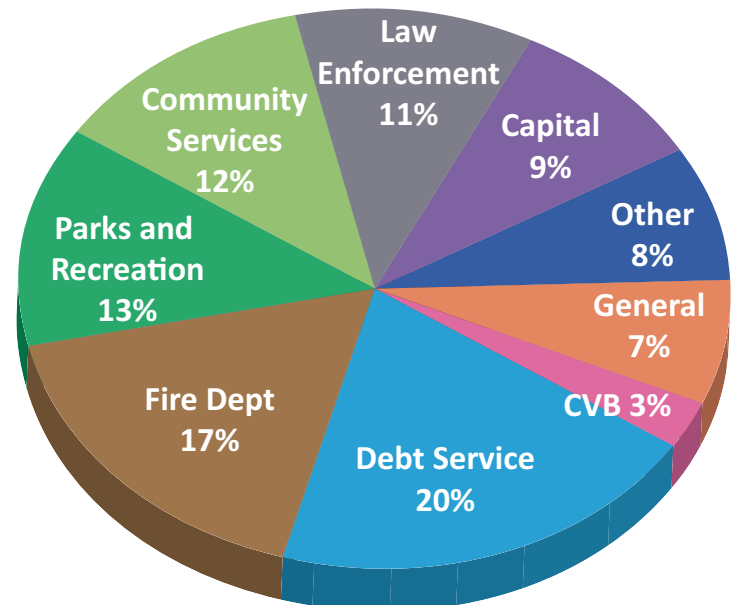
\* In addition to the revenues identified above, other revenue sources totaling \$8.1 million are available from bond proceeds and the utilization of certain reserve funds. These revenue sources are used to pay for a portion of capital expenditures and the early retirement of debt.



## 2014 EXPENDITURE BY TYPE

The Woodlands Fire Department	\$ 19,756,279
Parks and Recreation	14,985,644
Community Services	13,109,234
Capital Outlay	10,334,300
Law Enforcement and Security	11,991,223
Debt Service, Principal and Interest	23,263,692*
General Administrative	8,284,195
Other General Expenses	8,922,472
Convention & Visitors Bureau	3,438,509
<b>Total Expenditures</b>	<b>\$ 114,085,548</b>

\* One time debt payoff of \$14 million included.



As adopted by the Board of Directors in August 2013.

# *Township Locations*



## **The Woodlands Township Town Hall**

2801 Technology Forest Boulevard, The Woodlands, Texas 77381  
281-210-3800



## **Parks, Recreation and Environmental Services**

8203 Millennium Forest Dr.  
The Woodlands, Texas 77381  
281-210-3800



## **The Woodlands Township Recreation Center**

5310 Research Forest Drive  
The Woodlands, Texas 77381  
281-210-3950

## **The Woodlands Township Fire Department • 281-367-3444**

### **Central Station**

9951 Grogan's Mill Road  
The Woodlands, TX 77380

### **Station 2**

9303 Gosling Road  
The Woodlands, TX 77381

### **Station 3**

1522 Sawdust Road  
The Woodlands, TX 77380

### **Station 4**

7900 Bay Branch Road  
The Woodlands, TX 77382

### **Station 5**

10100 Branch Crossing Drive  
The Woodlands, TX 77382

### **Station 6**

1100 Windsor Lakes Blvd.  
The Woodlands, TX 77384

### **Station 7**

26722 Kuykendahl Road  
The Woodlands, TX 77375

### **Station 8**

11800 Gosling Road  
The Woodlands, TX 77381

### **Emergency Training Center**

16135 IH 45 South  
The Woodlands, TX 77385